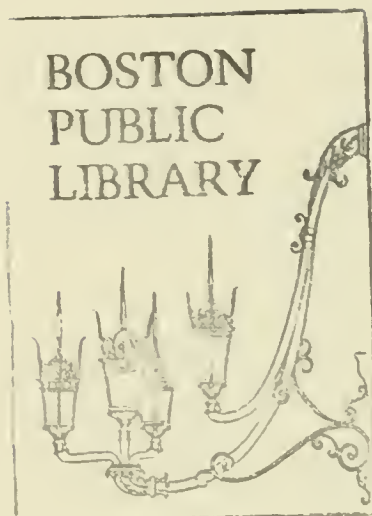


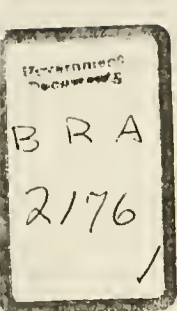


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# PARCEL TO PARCEL LINKAGE I UPDATE

ONE LINCOLN STREET  
RUGGLES CENTER

METROPOLITAN/COLUMBIA PLAZA VENTURE

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## HISTORY OF PARCEL TO PARCEL LINKAGE

The Parcel to Parcel Linkage Program, and the first linked projects -- Ruggles Center and One Lincoln Street --will have an unprecedented impact on Boston's development economy and will generate substantial benefits for the neighborhoods of Roxbury and Chinatown.

The roots of the Parcel to Parcel Linkage Program can be traced back to 1948 when Federal highway master plan required Interstate 95 to pass through Roxbury along the Southwest Corridor. From 1966 to 1969, over 100 acres were cleared in Roxbury and Jamaica Plain to prepare for the 8-lane expressway. Displaced and concerned residents urged the State to reconsider the plan, and Governor Sargent agreed to commission a comprehensive transportation study of the Greater Boston area. The study concluded that public transportation would serve Boston better and cause less disruption than the highway construction, and consequently, in 1972, plans for the Expressway were officially dropped. Soon afterward, various government and community representatives joined together to form the Parcel 18+ Task Force (originally the Southwest Corridor Working Committee), to study the needs of the neighborhood along the Southwest Corridor in light of the newly available land and funds. In September 1974, under Governor Dukakis, the State, City, and Parcel 18+ Task Force organizations signed a Memorandum of Agreement ensuring that community interests would be represented in development plans and procedures for the available land.

In June 1985, the Flynn Administration released Draft Downtown Guidelines, proposing Parcel to Parcel Linkage, a program that would tie the disposition of prime publicly-owned parcels with other publicly-owned sites in Boston's neighborhoods. The City-owned Kingston-Bedford garage site, located in the downtown financial district, and Parcel 18 in Roxbury were proposed by the City as the first Parcel to Parcel Linkage sites.

At the same time, the City and State, in conjunction with the Parcel 18+ Task Force, renewed the Memorandum of Agreement to redevelop Parcel 18. The BRA was appointed to act as development agent for the City and the State while the Chinatown/South Cove Neighborhood Council was selected to serve as the designated community review body. The BRA adopted a resolution in September, 1986 on the disposition of the Kingston-Bedford and Parcel 18 sites and issued a Request for Qualifications to Minority Teams.



In June, 1987, Columbia Plaza Associates was selected as the minority development partner for Parcel to Parcel Project 1. Columbia Plaza Associates then joined with the BRA in issuing a request for a joint venture partner, and, in February 1988, selected Metropolitan Structures as Columbia Plaza Associates' 50% partner. In March, 1988 the City of Boston and the MBTA tentatively designated Metropolitan/Columbia Plaza Venture to develop the Kingston-Bedford site (One Lincoln Street) and Parcel 18 (Ruggles Center).

To date, this partnership has made great strides toward the Parcel to Parcel Linkage's goals of rebuilding neighborhood economies. Ruggles Center will anchor a major new business district in the Roxbury Southwest Corridor and One Lincoln Street will connect Chinatown and the Midtown Cultural District with the downtown Financial District. Both projects will expand opportunities for Chinatown and Roxbury residents through new jobs, job training, affordable housing, and child care, and will increase the capacity of minority and neighborhood business enterprises through direct development experience, retail business ownership, and specially designed start-up programs, including the business incubator program.

Through the diligent efforts of the City, State, communities, and Metropolitan/Columbia Plaza Venture, the projects could break ground in 1989.



## 1988 MILESTONES

### Design

- A schematic design for One Lincoln Street and a preliminary Master Plan and schematic design for Ruggles Center were submitted to the BRA in July 1988.

### Process and Approvals

- A Project Notification Form (PNF) for One Lincoln Street was submitted to the BRA in accordance with Article 31 in December 1988
- Preliminary Draft Environmental Impact Reports for both projects prepared by WHC, Inc. and Sasaki Associates, were reviewed by the Parcel 18+ Task Force, and the Chinatown/South Cove Neighborhood Council.
- Metropolitan/Columbia Plaza Venture submitted a letter of interest to the BRA to establish a Chapter 121(A) entity. Chapter 121(A) status would facilitate the assemblage of the development site, including the acquisition of private parcels.

### Team Composition

- Columbia Plaza Associates and the BRA issued a request for a joint venture partner, inviting major local and national developers to submit their qualifications and proposals.
- In February 1988, Metropolitan Structures was selected as Columbia Plaza Associates' 50% partner.
- In March, 1988, the City of Boston, and in April 1988, the MBTA tentatively designated Metropolitan/Columbia Plaza Venture to develop One Lincoln Street and Ruggles Center.
- Jung/Brannen Associates and Stull and Lee were hired as architects for the One Lincoln Street and Ruggles Center projects, respectively.



## 1989 REVIEWS AND APPROVALS

| <u>EVENT</u>                                                                                                                                 | <u>DATE</u> |
|----------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| One Lincoln Street Revised Schematic Design Submission                                                                                       | January 6   |
| Public Benefits Plan Submitted to BRA                                                                                                        | January 12  |
| One Lincoln Street Design Presentation to Chinatown/South Cove<br>Neighborhood Council Land Use Committee and subsequent<br>community review | January 12  |
| Ruggles Center Master Plan Submitted to BRA Community                                                                                        | January 20  |
| Review Process for Ruggles Center Begins                                                                                                     | January 20  |
| 121(A) Hearing                                                                                                                               | March       |
| Draft Environmental Impact Reports (DEIR) for One Lincoln Street<br>and Ruggles Center Submitted                                             | March       |
| Community Comment Period on DEIRS                                                                                                            | March/April |
| MWRA Selection Decision (anticipated)                                                                                                        | April/May   |
| Final Designation                                                                                                                            | May         |



## ONE LINCOLN STREET

### Site Data

The 80,000 square foot Kingston-Bedford site is bounded by Kingston, Bedford, Lincoln, and Essex Streets. The site consists of:

- The City-owned Kingston-Bedford Garage;
- Columbia Street to be discontinued;
- A City-owned lot of 20,747 square feet;
- A privately owned commercial building of 6,904 square feet; and
- A privately-owned parking lot of 9,074 square feet.

To assemble the necessary land, Metropolitan/Columbia Plaza Venture is currently working with the City and private landowners. The Venture has committed to convey to the City the land needed for the proposed widening of Essex Street, which would become a major two-way street serving Chinatown and Midtown. This new East-West artery would greatly improve local traffic circulation, and is an important step in the City's plan to rebuild the Midtown Cultural District while preserving the flavor and character of Chinatown.

### Design

Located where the Financial District meets Chinatown and Midtown, One Lincoln Street will be a premier Boston office building of approximately one million square feet.

Designed by Jung/Brannen Associates, Inc. of Boston, the proposed project consists of a slender 35-story tower connected to a lower 9-story base. The building rises up in a series of tiers, stepping back from the street and away from Chinatown, with the tower at the southeast corner of the property at Lincoln and Essex Streets, and the smaller base to the northwest.

Both structures have granite and precast stone exteriors and tiered tops made of glass and metal framing. The base, which features an eight-story sky-lit glass atrium, is set back at the four upper levels to conform to the 5-story roof line of neighboring buildings. On Essex Street, a deep columned arcade highlights the glass lobby entrance. A formal landscaping treatment of trees, paving, and fountains will be given to the entrance of the property along Bedford Street.



In addition to its predominant office usage, the project will include up to 35,000 square feet of retail space on the lower levels.

The stepped design of the project will offer tenants a variety of floor sizes:

- typical floors in the low rise (floors 3-9) of 55,000 square feet
- in the mid rise (floors 10-17) of 24,500 square feet
- and in the high rise of 19,000 square feet.

### Future

Development concept designs were submitted to the BRA in July 1988 and have been undergoing change and refinement since then. Revised schematic designs submitted on January 6, 1988 will now undergo review by the BRA and the community. Once approved, the schematic design will fix the height, massing and exterior building materials for the project, and the developer will proceed to Design Development and, ultimately, Construction Documents in accordance with the Article 31 review process.

Substantial work has already been done in the area of environmental review for both projects. The BRA filed an Environmental Notification Form with the state Executive Office of Environmental Affairs prior to issuing design guidelines for the parcels. Draft Environmental Impact Reports for both projects are expected to be ready for filing with the state in March, and, at that time, public comment will be again be sought. Final Environmental Impact Reports are expected to be filed in April.

Metropolitan/Columbia Plaza Ventures has submitted an application to the BRA for approval to form a Chapter 121A entity. A public hearing before the BRA Board is scheduled for early March. Chapter 121A status would facilitate the assemblage of the development site, including the acquisition of private parcels. The conveyance of City-owned land for the site will require votes by the Public Facilities Commission, Real Property Board, and City Council.

Final Designation of Metropolitan/Columbia Plaza Venture as developer of both sites is planned for March or April, 1989 and groundbreaking could occur in late 1989



## ONE LINCOLN STREET

Developer: Metropolitan/Columbia Plaza Venture

Architect: Jung/Brannen Associates, Inc.

Location: Bounded by Kingston, Bedford, Lincoln and Essex Streets

Site Size: Approximately 70,000 square feet

Stories: 35 floors

Exterior: Granite and precast stone with glass and metal curtainwall

Gross FAR Square Footage: Approximately 990,000 square feet  
- 760,000 square foot tower  
- 235,000 square foot base

Average Floors : 53,000 square feet - low rise (2-9)  
(approximate) 24,500 square feet - mid rise (10-17)  
19,000 square feet - high rise (18-35)

Entrances: Corner of Lincoln and Essex Streets (primary tower entrance)  
Mid-block on Lincoln, from the pedestrian retail arcade  
Columbus Street, from the plaza Corner of Kingston and  
Bedford Streets

Elevators: Separate elevator lobbies and banks at Lincoln-Essex and  
Bedford-Kingston entrances, 20 passenger, 3 garage and 2  
service elevators

Lobby: An eight-story sky-lit atrium

Service Dock: Central five-bay loading dock at Mezzanine level with capacity  
for additional delivery vans

Landscaping: Landscaped plaza at the corner of Kingston and Essex Streets

Parking: 5 levels, approximately 900 spaces

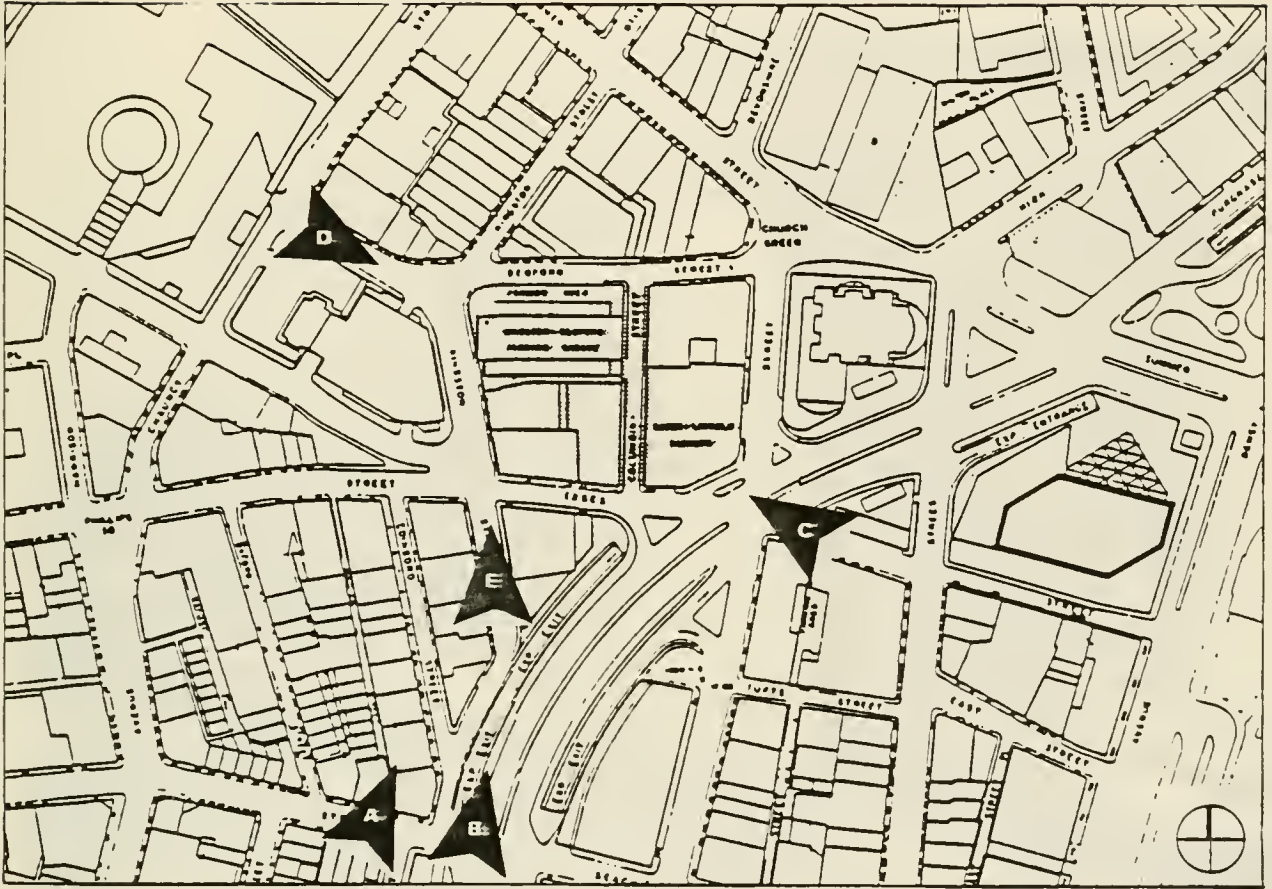
Construction: To commence Fall, 1989

Occupancy: Spring 1992



# ONE LINCOLN STREET DEVELOPMENT PLAN

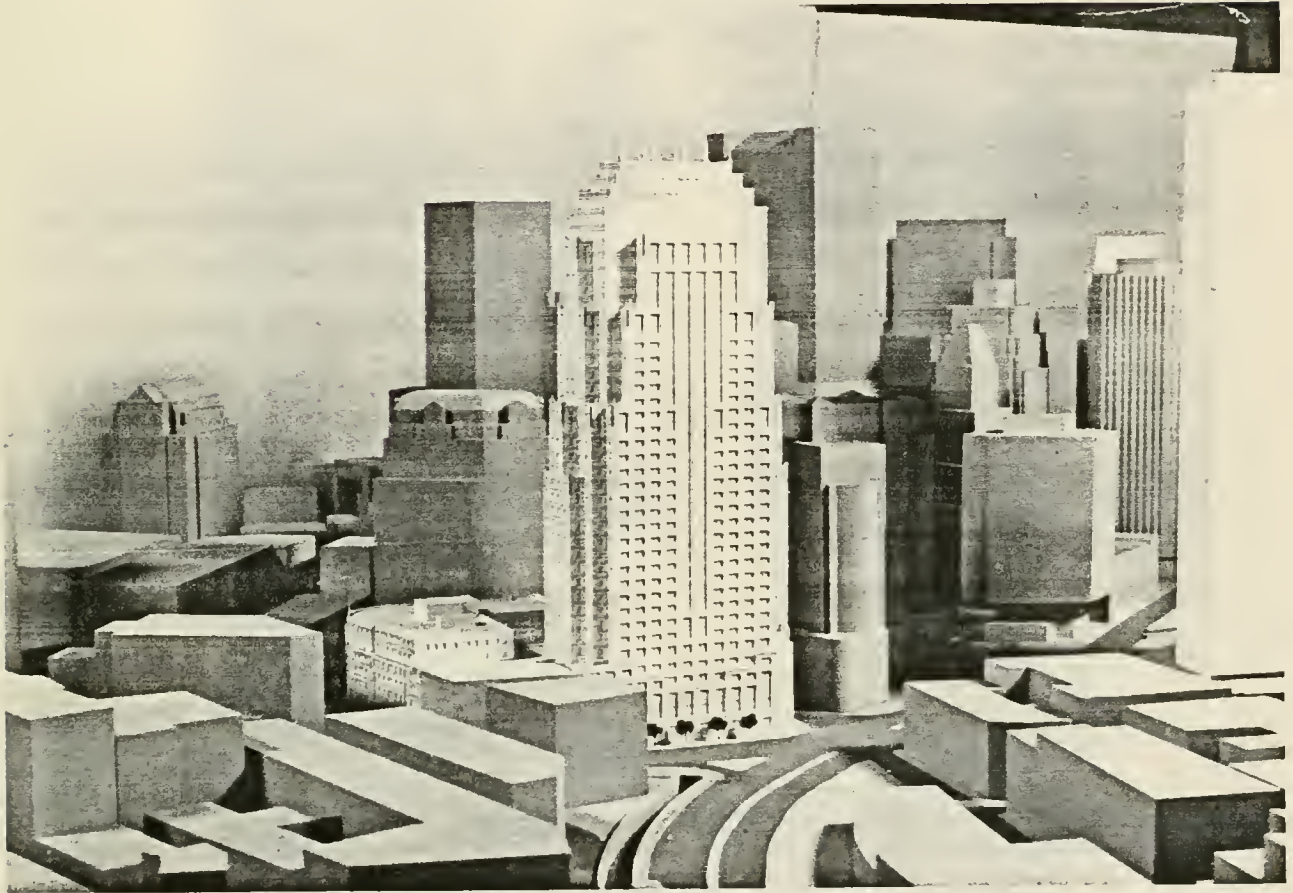
## Schematic Design Submission



Views of Existing Site



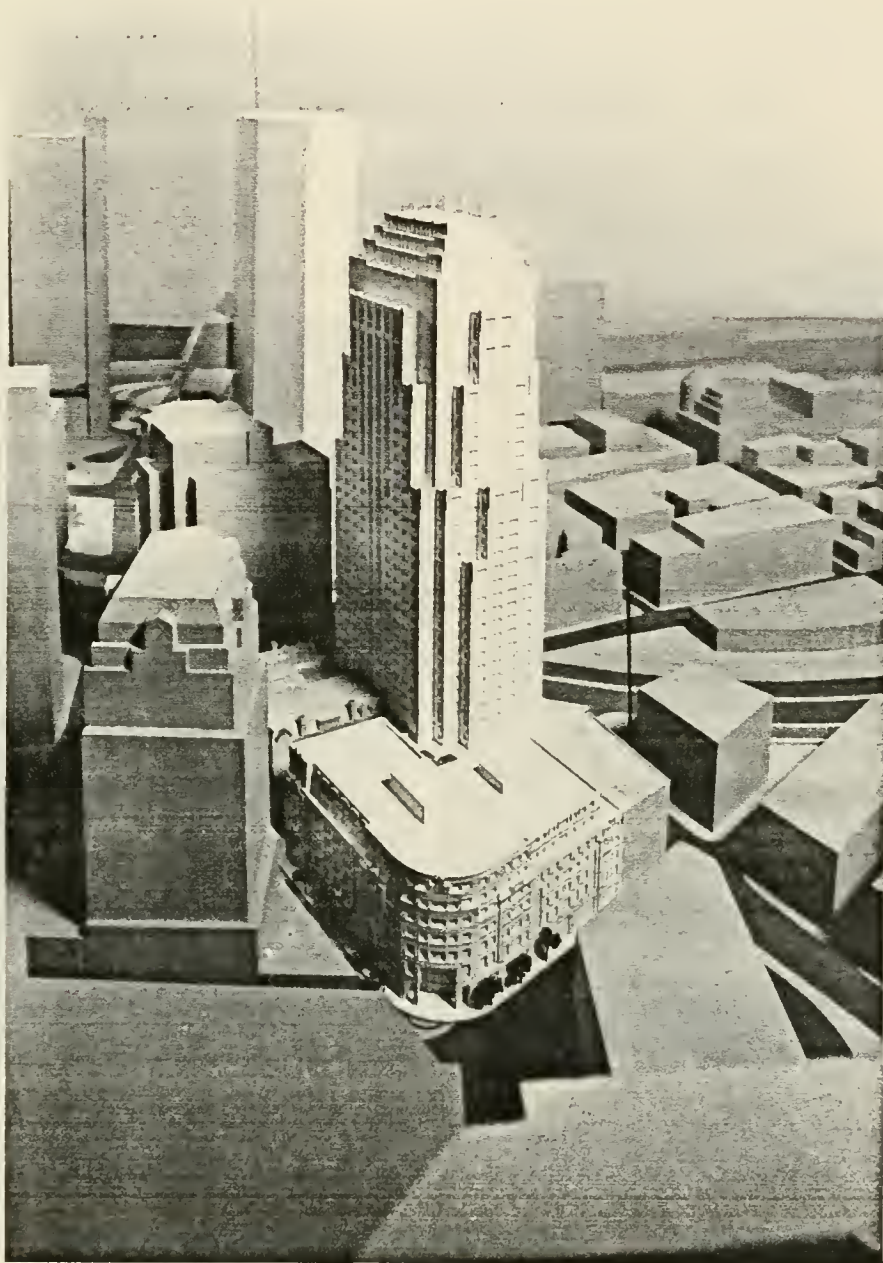
ONE LINCOLN STREET DEVELOPMENT PLAN  
Schematic Design Submission



Model Photograph of Lincoln/Essex Street Corner



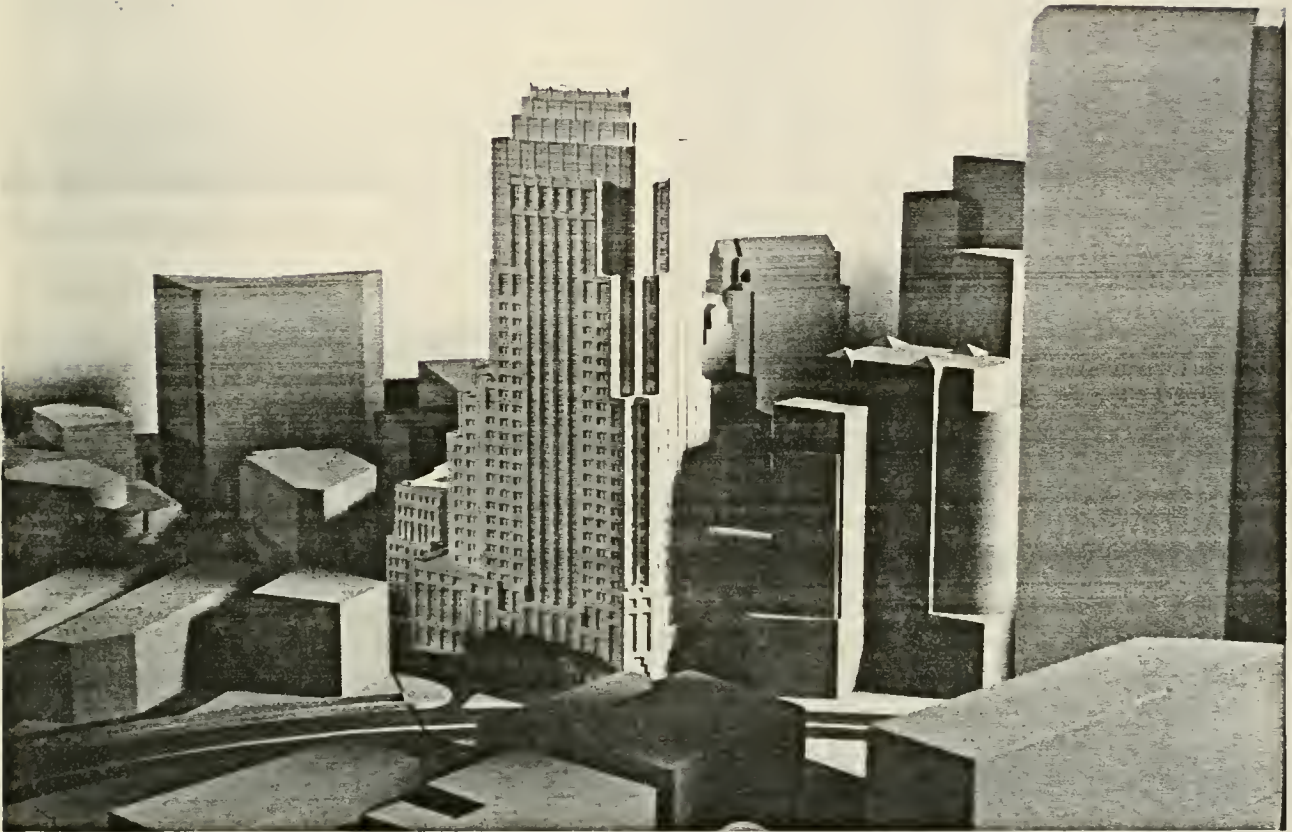
ONE LINCOLN STREET DEVELOPMENT PLAN  
Schematic Design Submission



Perspective Drawing of Kingston/Bedford Street Corner



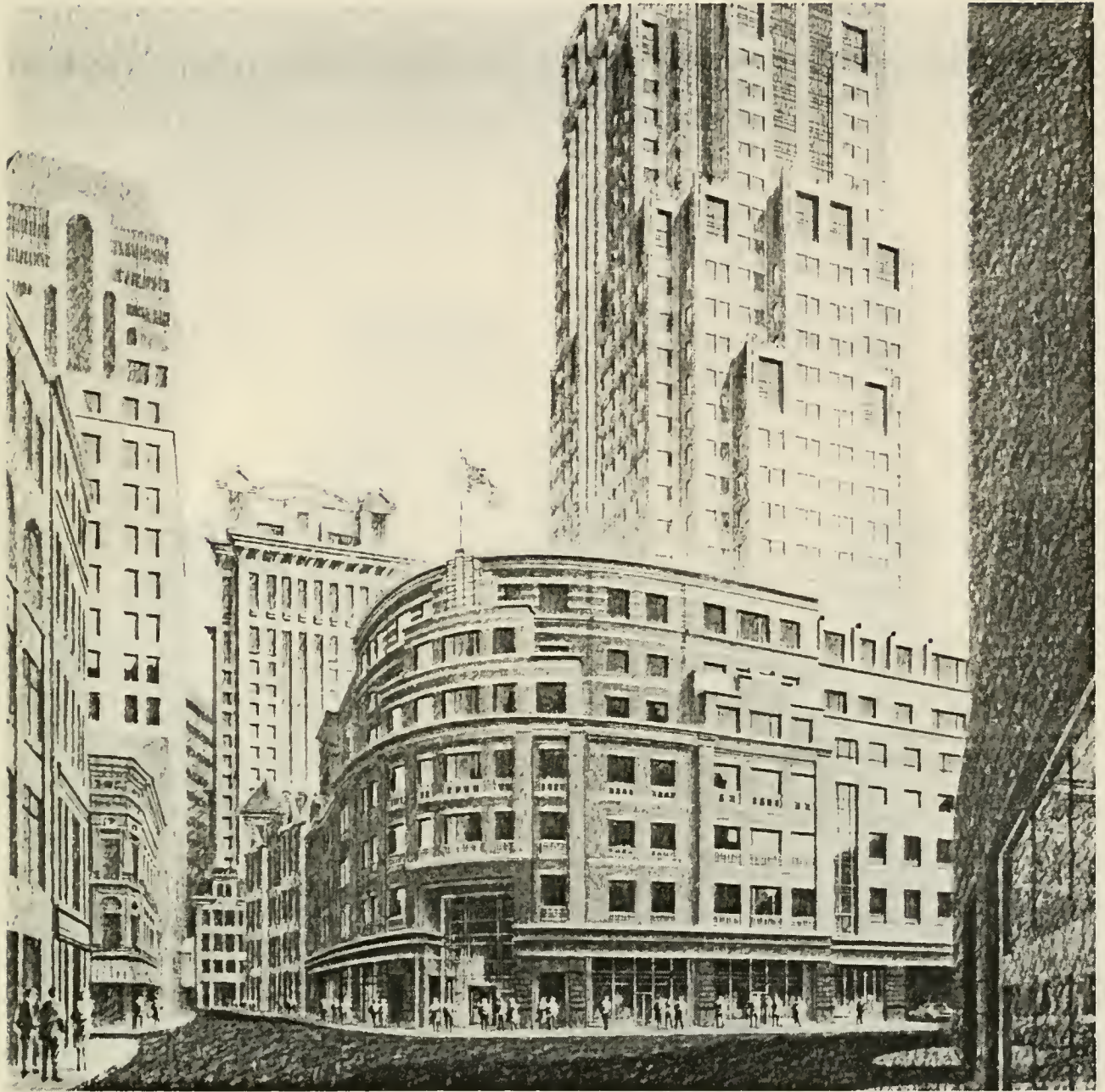
ONE LINCOLN STREET DEVELOPMENT PLAN  
Schematic Design Submission



Model Photograph of South Face of Project



ONE LINCOLN STREET DEVELOPMENT PLAN  
Schematic Design Submission



Model Photograph of Kingston/Bedford Street Corner



# ONE LINCOLN STREET DEVELOPMENT PLAN

## Schematic Design Submission



Perspective Drawing of South Face of Project



## RUGGLES CENTER

Ruggles Center will establish a new high quality office district in the Southwest Corridor. Offering urban convenience at suburban prices, the office space will be ideally suited to large tenants such as:

- state agencies and financial institutions looking for efficient, large, flexible floor sizes or special use space; and
- major Boston employers considering moves to the suburbs because of lower rents, access to employees, more parking, and less traffic congestion.

Ruggles Center will also include retail stores and services, restaurants, and a hotel. The colorful, vibrant environment will feature amenities which an urban center and a contemporary workforce require: ample parking, adjacent public transportation at the new Ruggles Street Orange Line and commuter rail station, and secure child care facilities.

The proposed complex consists of four buildings ranging in size from 9 to 15 stories. Buildings Two and Three open onto a large, beautifully landscaped central plaza across from the Ruggles T station entrance. All the structures will be made predominantly of masonry materials including: brick, granite, precast concrete and glass.

Ruggles Center offers:

- Rents that reflect lower land costs than downtown;
- Flexible, efficient building layout and floor sizes;
- Proximity to downtown by automobile and public transportation;
- A suburban-like parking ratio in the range of 1 space per 1,000 square feet of offices;
- Excellent commuter access from anywhere in the region; and
- Neighboring cultural and educational institutions, such as the Museum of Fine Arts, the Isabella Stewart Gardner Museum, Symphony Hall, the New England Conservatory of Music, and Northeastern University.



## Massachusetts Water Resources Authority

On October 26, 1988, Metropolitan/Columbia Plaza Venture submitted a proposal to Massachusetts Water Resources Authority (MWRA) to locate their new headquarters in the first of four buildings to be constructed at Ruggles Center. The proposal received the support of Governor Dukakis, Mayor Flynn, and BRA Director, Stephen Coyle. In the proposal to MWRA, the developer has committed to:

- Design and build the first structure at Ruggles Center to meet MWRA's specifications;  
and
- Offer MWRA the option to purchase the building and fee simple title to the land at cost; or alternatively, to lease the space with purchase options that could be exercised periodically during the term of the lease.

In February, the MWRA announced a short list of finalists for their new headquarters, including Ruggles Center.

Metropolitan/Columbia Plaza Venture is aggressively seeking additional tenants who would benefit from the unique locational advantages offered by Ruggles Center.

## Future

A conceptual Master Plan for Ruggles Center was submitted to the BRA in July 1988. A revised Master Plan, reflecting the proposed MWRA building, was submitted in January, and the developer and the BRA are now meeting with the community and other interested parties in order to reach overall agreement on the Master Plan. In addition, each of the four proposed buildings will go through a public review process.

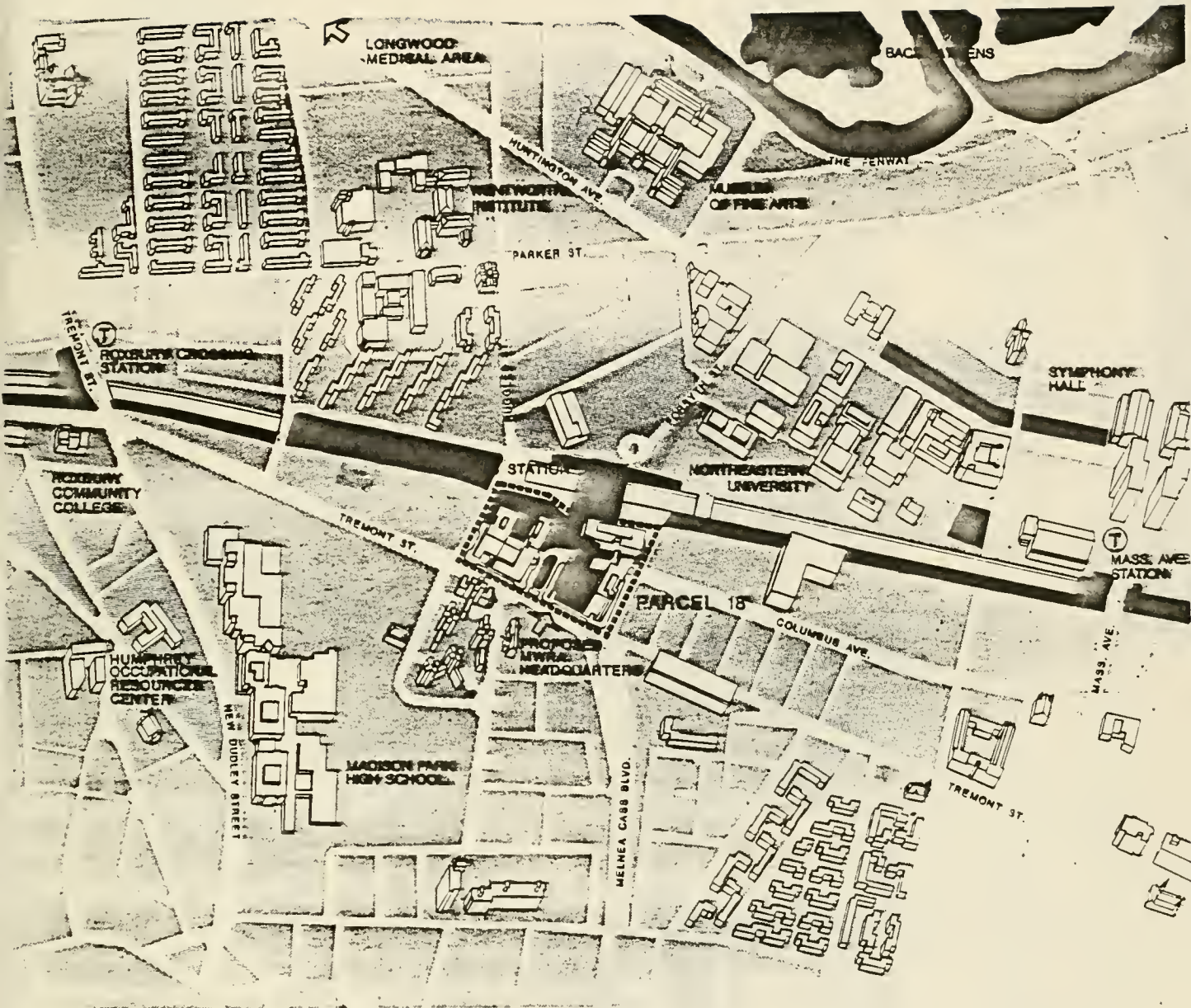


## RUGGLES CENTER

Parcel 18 is a 5.6 acre site bounded by Columbus Avenue, Melnea Cass Boulevard, Tremont Street, and Ruggles Street. MWRA's headquarters will be the first of four buildings on the site.

|                    |                                                                                                                        |
|--------------------|------------------------------------------------------------------------------------------------------------------------|
| Total Size:        | Approximately 735,500 GSF excluding parking                                                                            |
| Office Space:      | Approximately 515,000 GSF                                                                                              |
| Hotel Space:       | Approximately 182,500 GSF                                                                                              |
| Retail Space:      | Approximately 25,000 GSF                                                                                               |
| Child Care:        | Approximately 13,000 GSF in two locations                                                                              |
| Facades:           | Granite, precast concrete, brick and glass spandrel panels                                                             |
| Public Spaces:     | Building lobbies accessible from the central plaza, Tremont Street, and Columbus Avenue Public Plaza of 0.5 acres      |
| Landscaping:       | Paving of scored concrete, brick, and stone<br>Trees set in metal grates<br>Shrubs and plantings<br>Decorative seating |
| Parking:           | Approximately 825 spaces                                                                                               |
| Security:          | 24 hour security                                                                                                       |
| Access:            | 24 hours per day, 7 days per week                                                                                      |
| Service Docks:     | 2 street level truck bays per building<br>1 trash compactor bay per building                                           |
| Initial Occupancy: | 1991                                                                                                                   |





#### LEGEND:

 PARCEL 18 ON-SITE RETAIL 25,000 SQ.FT.  
 PARCEL 18 ON-SITE PARKING 1,050 SPACES

 NEIGHBORHOOD RETAIL

 PUBLIC PARKING

 PARKLAND

 STATION RETAIL  
 RUGGLES/MASS. AVE./ROXBURY CROSSING

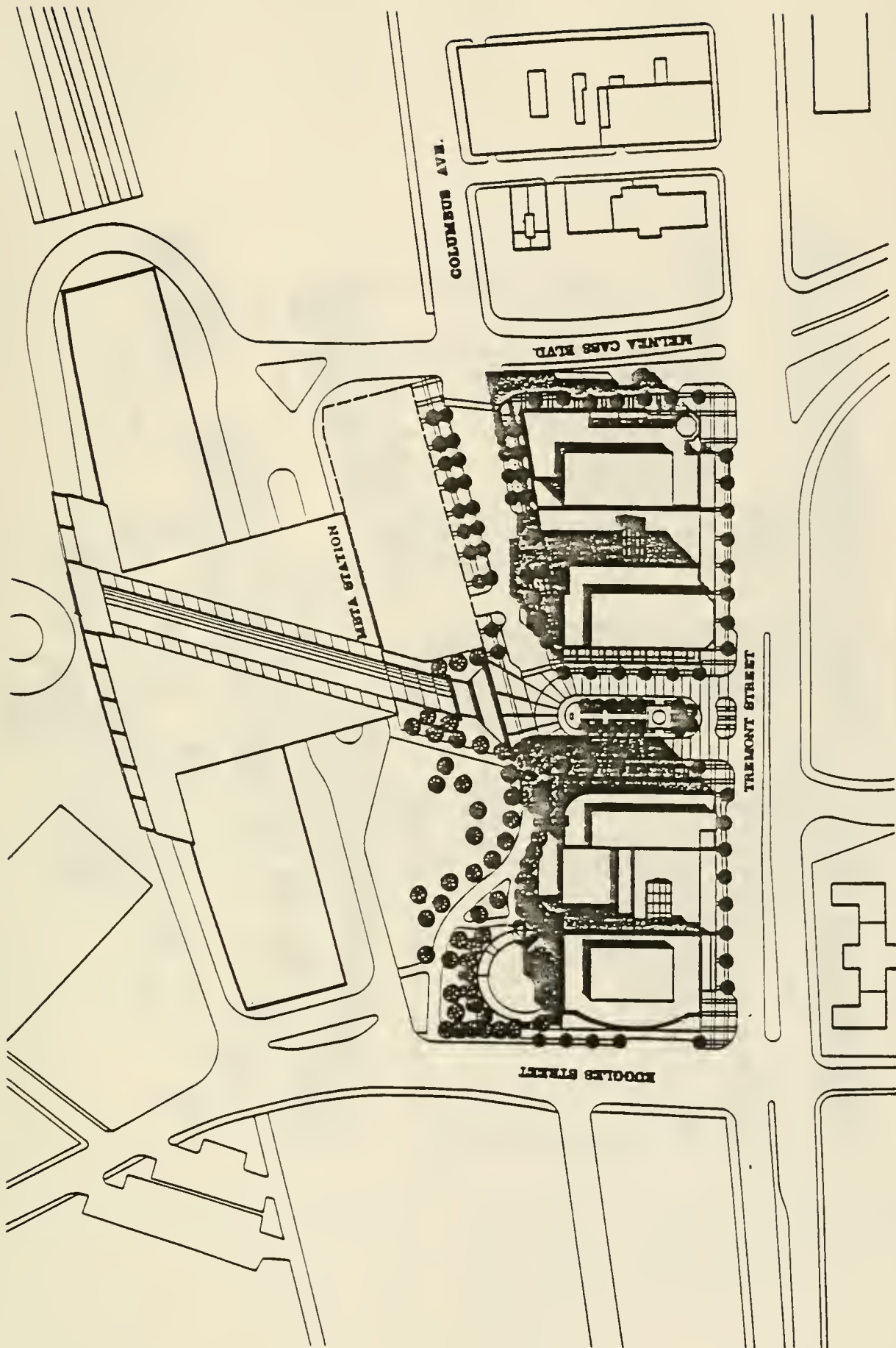
## NEIGHBORHOOD CONTEXT

## PROPOSED MWRA HEADQUARTERS METROPOLITAN / COLUMBIA PLAZA VENTURE

STULL & LEE, INC.  
 ARCHITECTS AND PLANNERS







# SITE PLAN

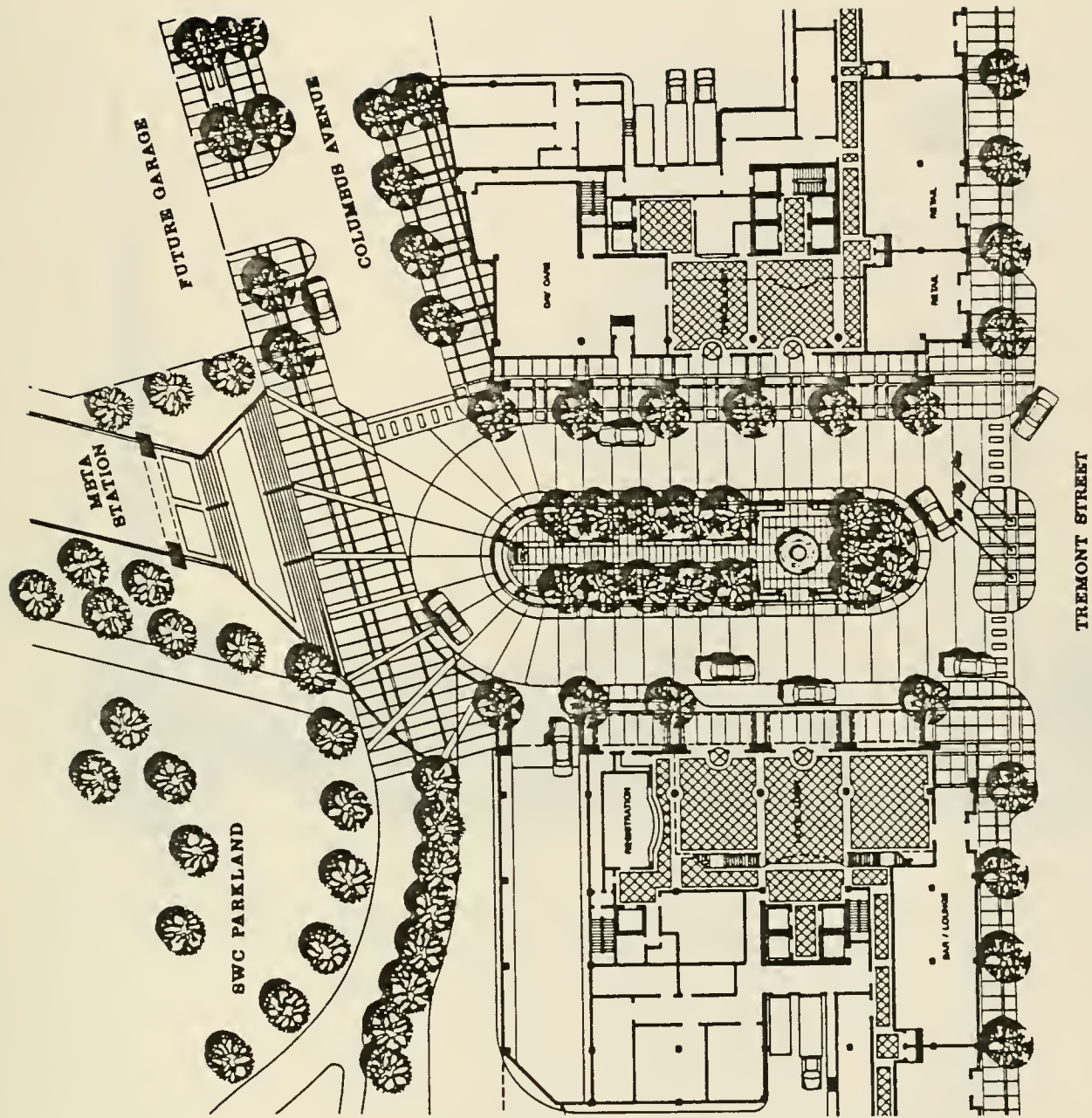
## PARCEL 18

METROPOLITAN/COLUMBIA PLAZA VENTURE  
STULL & LEE INC. ARCHITECTS AND PLANNERS

JANUARY 20, 1960

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# PLAZA PLAN

## PARCEL 18

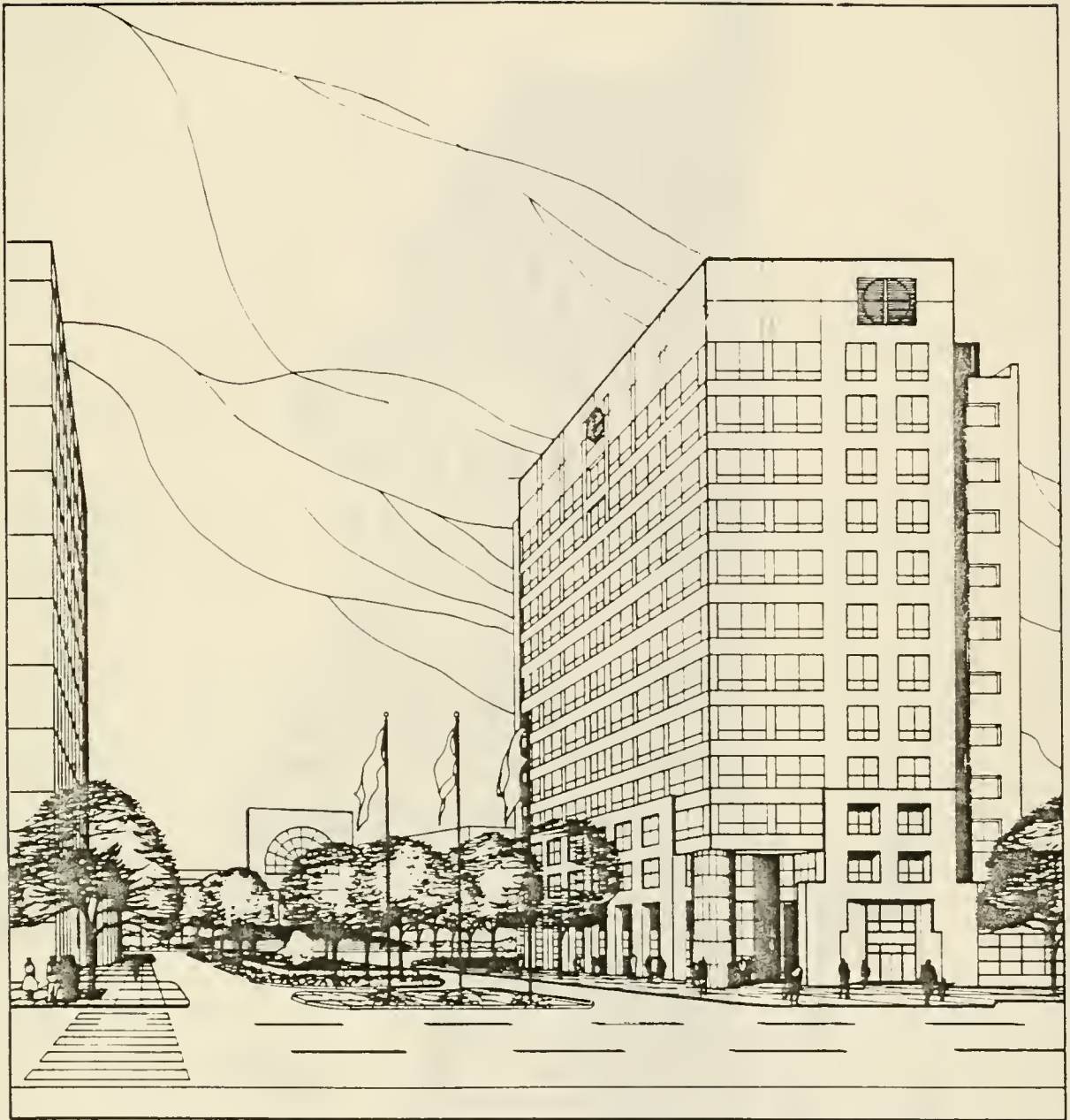
METROPOLITAN/COLUMBIA PLAZA

STULL & LEE INC. ARCHITECTS AND PLANNERS

JANUARY 30, 1969

VENTURE





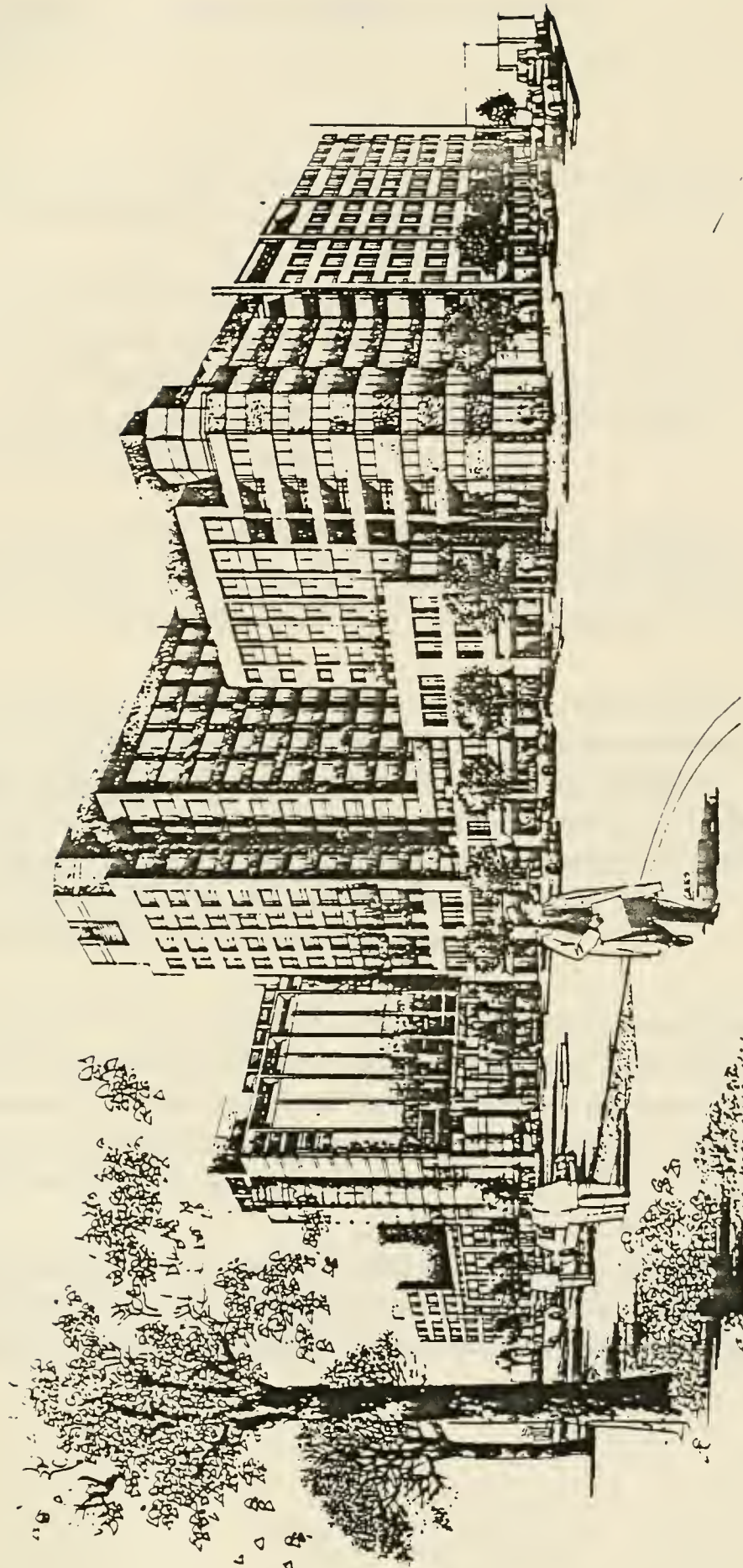
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**PERSPECTIVE**

**PROPOSED MWRA HEADQUARTERS  
METROPOLITAN / COLUMBIA PLAZA VENTURE**

**STULL & LEE INC  
ARCHITECTS AND PLANNERS**





**PERSPECTIVE**

**PARCEL 18**  
**METROPOLITAN/COLUMBIA PLAZA VENTURE**  
STULL & LEE INC. ARCHITECTS AND PLANNERS



## COMMUNITY PROCESS AND PUBLIC BENEFITS

### Community Process

From the onset of the Parcel to Parcel Linkage Program, the Chinatown and Roxbury communities have played an essential role in shaping both projects.

The Parcel 18+ Task Force has worked since 1974 to ensure a community voice in all decisions made about the development of Parcel 18. More recently, the Parcel 18+ Task Force and the Chinatown/South Cove Neighborhood Council have worked with the BRA to develop the Parcel-to-Parcel Linkage Program, and have advised the BRA on all aspects of the projects, including developer selection and environmental reviews.

Specifically, these groups helped to create the Request for Qualifications for minority developers, and worked with Columbia Plaza Associates, through the Challenge Track process, to select a development partner. Both groups will continue to be involved in the process.

The Parcel to Parcel Linkage Advisory Panel represents a joint effort between the two communities. This panel also includes representatives from all city and state agencies involved: the Boston Redevelopment Authority, MBTA, Real Property Department, Public Facilities Department, Governor's Office, Mayor's Office of Neighborhood Services, and Mayor's Office of Jobs and Community Services. The Advisory Panel has formed three subcommittees to work with the developer to create a community benefits plan that defines as well as strategies for implementation and on-going monitoring. The subcommittees are:

Jobs and Job Training This committee is working in conjunction with the Mayor's Office of Jobs and Community Services to develop the Request for Proposal to solicit providers of job training programs. The Mayor's Office of Jobs and Community Services will issue the RFP. The election of the Jobs Creation Option will target 100% of the jobs linkage funds in equal portions to Roxbury and Chinatown.

Minority Business Enterprise Metropolitan/Columbia Plaza Venture has submitted a list of pre- and post-construction business opportunities to this committee. The committee will analyze the supply and demand of the different types of businesses and services the list



encompasses. It will develop ways to encourage minority business enterprises to take advantage of these opportunities. The committee also will work with the Mayor's Office of Jobs and Community Services, the Venture, the contractor, and various trade representatives to monitor MBE participation in the project.

Child Care The Child Care Committee, working with expert advisors, will develop a child care plan which will maximize the child care development needs of Roxbury and Chinatown and create child care centers for both communities.

The Advisory Panel will sponsor community forums in Chinatown and Roxbury to discuss the status of the projects and to answer questions and hear comments on the proposed Community Benefits plan.

#### Minority Equity

Minority Equity Participation comprises 50% of Metropolitan/Columbia Plaza Venture.

#### Housing Linkage

The combined projects will generate \$3,500,000 in housing linkage funds for Roxbury and \$3,500,000 for Chinatown. The Venture will elect the Housing Creation Option which will ensure the immediate development of affordable housing in Roxbury and Chinatown. The developer will work with the BRA to determine appropriate sites for these affordable housing projects.

#### Jobs and Job Training

The combined projects will create 4,000 construction jobs. Under the Boston Resident Jobs Ordinance, at least 50% of total employee hours in each trade are targeted for Boston Residents, 25% to minorities, and 10% to women.

One Lincoln Street and Ruggles Center will support 6,280 permanent jobs. The combined projects will generate over \$1,500,000 in job training linkage funds for residents of Roxbury and Chinatown. The developer has selected the Jobs Creation option whereby funds will be used to directly train community residents for permanent employment opportunities in the project. The Venture will join the Boston for Boston program, agreeing to work with the Mayor's Office of



Jobs and Community Services (OJCS) to encourage tenants to make best faith efforts to direct new jobs to local residents.

The OJCS will develop a Request for Proposal in conjunction with the panel to ensure community participation in the selection and prioritization of services to be funded by the Venture's linkage contribution. It is anticipated that the Request for Proposal process will entail a three-tier training program beginning with literacy, English as a Second Language, generic retail/commercial training, and site- specific retail/commercial training.

A Community Development Fund will be established. Monies from this fund will be used to leverage community-based business expansion, affordable housing, social services, and other community-based projects. The fund will include:

- 10% of the developer's fee
- 5% of the net operating income from the project
- 10% of the net residuals or equivalent annual cash payments in fixed amounts.

Contributions to the Community Development Fund from the MWRA building on Parcel 18 are estimated to be \$1.40 million A \$100,000 Challenge grant, which already has begun to be funded, will be shared by the communities for use in planning for community benefits.

### Child Care

The development project has committed to construct child care facilities, with the capacity for 100 children, in each of the Roxbury and Chinatown communities.

The goal is to construct a state-of-the-art child care facility for each community that will maximize the potential for learning and development of children who will be utilizing the centers.

In order to acquire the most current knowledge of design/program of child care development centers, the Venture has agreed to provide the resources for the Parcel 18+ Task Force and Chinatown Neighborhood Council to conduct community-wide seminars involving neighborhood child care providers.

It will be the responsibility of the Venture to design and construct the two child care facilities. The resources required to operate the proposed center will be acquired through the leadership of public-sector agencies.



## Minority Business Enterprise

To achieve its goal to build the capacity of minority business enterprises, a minimum of 30 percent of all development-related contracts generated by the projects, are reserved for minority and women business enterprises. Also, a portion of the commercial space in each project will be made available to Minority Business Enterprises at affordable rents.

In addition, the Venture will work with public and private agencies to provide technical assistance to minority businesses and encourage the formation of a small business incubator program. Information will be made available concerning the timing and nature of business opportunities emanating from the development project.

A \$400,000 Challenge Grant will be contributed by the developer for on-the-job training for minorities in real estate development.

All minority businesses must be SOMWBA certified in order to do business with the Venture. Reaching out to small minority business enterprises for certification will be a priority.

A liaison committee will be established to provide a forum for all participating parties to review compliance with City and State regulations governing Minority Business Participation and the Boston Residents Jobs Policy.

The panel will conduct community-wide forums in collaboration with the Parcel 18+ Task Force and Chinatown Neighborhood Council to present (1) the strategy for Minority Business Enterprise outreach, (2) process for selecting minority businesses in the development project, (3) process for providing technical assistance to minority businesses, (4) SOMBA certification process, (5) roles and commitments of the Venture, (6) roles and commitments of public sector agencies, and (7) the involvement of public/private technical assistance organizations in the project.

## Business Incubator Program

The Venture will work with the Advisory Panel to develop a business incubator at Parcel 18 targeted to minority business enterprises. The key characteristics of the program would be the availability of shared support services, such as telephone answering, photocopying, computer and data processing capabilities, conference rooms, printing, office furnishings and secretarial support. Access to this type of facility at an affordable cost would mitigate the high costs of starting a



business and enable start-up entrepreneurs to put more resources into product or service development.

The incubator could adopt a "graduation policy" that requires firms to leave the facility after a specified period of time, which could range from one to five years. The expectation is that by that time these firms would have achieved financial independence.

The most critical element to the success of the program is most likely the manager. The center manager would be responsible for recruiting tenants, providing business assistance and assisting the sponsoring organization in developing lease arrangements. The sponsor could be either a public or private organization selected by the Advisory Panel.



## METROPOLITAN/COLUMBIA PLAZA VENTURE

Metropolitan/Columbia Plaza Venture is a joint venture formed in response to Boston's Parcel-to Parcel Linkage development competition.

Metropolitan/Columbia Plaza Ventures is a 50/50 partnership between Columbia Plaza Associates, a consortium of Boston- based Asian-American, Black, and Hispanic entrepreneurs and organizations, and Metropolitan Structures, one of the nation's leading commercial real estate developers. Columbia Plaza Associates consists of minority bankers, contractors, architects, venture capitalists, five full-time real estate developers, and other professionals, all of whom have distinguished themselves in Boston's business community. The principals in Columbia Plaza Associates have been involved in 37 major real estate projects values at over \$625 million and encompassing 2 million square feet of commercial and retail space and 5,000 units of housing. Metropolitan Structures is a national real estate development company based in Chicago whose projects include 17.9 million square feet of office space, 6,250 apartments, 3,100 hotel rooms and 800,000 square feet of retail space.

In addition, Metropolitan/Columbia Plaza Venture has thus far put together a team of consultants that will meet or exceed the Parcel-to-Parcel Linkage programs requirement that 30% of all development related contracts go to MBE's.

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